United Nations E/2009/5

Economic and Social Council

Executive Board of the United Nations Development Programme and of the United Nations Population Fund

Distr.: General
18 December 2008

Original: English

Economic and Social Council
Substantive session of 2009
Geneva, 9-31 July 2009
Item 3 (b) of the provisional agenda*
Operational activities of the United Nations for international development cooperation: reports of the Executive Boards of the United Nations Development Programme/United Nations Population Fund, the United Nations Children's Fund and the World Food Programme

Executive Board of UNDP/UNFPA
First regular session 2009
19-22 January 2009, New York
Item 5 of the provisional agenda
Report to the Economic and Social Council

Report to the Economic and Social Council

Report of the Administrator of the United Nations Development Programme and the Executive Director of the United Nations Population Fund

Summary

The present report is submitted in compliance with General Assembly resolutions 56/201, 59/250 and 62/208 on the triennial comprehensive policy review of operational activities for development.

Elements of a decision

The Executive Board may wish to take note of the present report and transmit it to the Economic and Social Council, together with the comments and guidance provided by delegations at the present session.

* E/2009/100 (to be issued).

08-60781 (E) 151208

Contents

		Paragraphs	*Page*
I.	Joint UNDP/UNFPA section	1–54	3
	A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review	1–48	3
	B. Follow-up to international conferences and the Millennium Development Goals	49–54	12
II.	UNDP section	55–67	13
	A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review	55–64	13
	B. Strategic partnerships, including cooperation with the World Bank	65–67	15
III.	UNFPA section	68–75	16
	A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review	68–71	16
	B. Strategic partnerships, including cooperation with the World Bank	72–75	17

I. Joint UNDP/UNFPA section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

Capacity development

1. The position statement of the United Nations Development Group (UNDG) on enhancing the United Nations contribution to national capacity development was implemented through field testing and staff training to ensure full utilization of the UNDG capacity assessment methodology. The methodology establishes a common platform to promote capacity development at the country level, directly responding to the triennial comprehensive policy review (A/RES/62/208) which provides for enhanced support to developing countries as well as system-wide coherence and coordination.

2. Capacity development is the UNDP core service in programme countries, clearly highlighted in the UNDP strategic plan, 2008-2011. UNDP programme strategies give priority to creating opportunities for sustainable capacity, including institutional reform, the promotion of leadership, education and learning, and enhanced accountability. Capacity development cuts across the work of UNDP and defines how the organization contributes to development results in those four areas. In the context of its own strategic plan and consistent with the triennial comprehensive policy review, a UNFPA guidance note on capacity development is being finalized. Based on the UNDG guidance framework, it embraces a methodology for undertaking capacity assessments in three mandate-specific programme areas: population and development; reproductive health; and gender equality. UNFPA expects that the guidance note will be validated and implemented during the period of the current strategic plan (2008-2011).

3. UNDP hosts a thriving capacity development network with over 1,000 participants from United Nations organizations, governments, and other development partners. The network facilitates exchanges of ideas, reciprocal learning from lessons and challenges, and the promotion of 'best practices'. In 2008, UNDP supported programme countries in all regions through capacity assessments and responses in such areas as programme delivery, disaster risk management, and the implementation of national growth and development strategies and plans. Public-private partnerships strengthened basic service delivery towards achievement of the Millennium Development Goals. UNDP is developing a support programme to enhance regional and country-office project management, human resource deployment and procurement under Goals-based development strategies. Since 2005, more than 90 countries have been supported by UNDP to strengthen national capacities for coordinating and managing aid.

4. With the establishment of regional offices in 2008, UNFPA is strengthening its delivery of mutually reinforcing technical and programme assistance for capacity development at the country level by building on existing regional and national networks. UNDP has put in place deputy regional directors who will work with UNFPA, the United Nations and other regional partners to reach capacity development goals through regional directors teams and other regional mechanisms. A key challenge moving forward will be the development of indicators to measure the contributions of the various organizations towards national capacity development.

Information technology and knowledge-sharing

5. A potential opportunity for better knowledge-sharing is the emergence of 'Web 2.0' technology, which includes Wikis, blogs and information fora. UNDP and UNFPA are

taking advantage of those technologies to strengthen knowledge-sharing across the United Nations system. In the third quarter of 2008, UNDP and UNFPA participated in a knowledge management forum organized by the United Nations Secretariat to review knowledge-sharing operations and learn from one another's experiences.

6. UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and other organizations participated in the successful piloting of a common directory system which is now being reviewed for implementation through the information and communications technology network of the Chief Executives Board. UNDP and UNFPA have completed the technical modifications necessary to participate in the United Nations knowledge-haring project, which provides secure, unhindered access to the knowledge- and information-based intranet resources of participating organizations. UNDP and UNFPA are also completing the upgrade of their document repository systems. The United Nations Office for Project Services and the International Labour Organization are expected to integrate their networks by 2009 and a further 10 United Nations entities should have done so by 2010.

7. The unprecedented United Nations system-wide collaboration at the country and regional levels is being used to respond to the knowledge-sharing and management endeavours envisaged in the triennial comprehensive policy review, 2007. Specifically, the design of a local area network and a wide area network for the 'delivering as one' pilot initiative in Mozambique was supported by UNDP and UNFPA in 2008, and the same successful design is being proposed for Tanzania. The inter-organization 'ICT task team' developed proposals for the common domain name used by resident coordinators' offices in the 'delivering as one' pilot countries.

Simplification and harmonization of rules and procedures, transaction costs and efficiency

8. Through active participation in the High-level Committee for Management and the UNDG, UNDP and UNFPA engaged with United Nations country teams in the 'delivering as one' pilot countries to simplify and harmonize processes and procedures and reduce transaction costs[1]. Inter-organization harmonization of business operations was led by the standing UNDG working groups on country office business operations and joint funding, financial, and audit issues. Working group priorities are based exclusively on issues raised at the country level, the majority of which were flagged by the pilot countries.

9. One of the key harmonization initiatives of 2008 was the ***harmonization of financial regulations and rules among UNDP, UNICEF, UNFPA, the World Food Programme (WFP), and the United Nations***. A preliminary set of harmonized regulations has been drafted and reviewed by respective Comptrollers and will need to further reviewed in early 2009. One of the principles underlying the harmonization exercise is to formulate regulations and rules within the context of the International Public Sector Accounting Standards. The eventual adoption of the standards by all United Nations organizations should strengthen United Nations coherence significantly in financial management, and especially in financial reporting. The final harmonized financial regulations and rules should be ready for consideration by the governing bodies during 2009.

[1] *General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, paragraph 113:* Calls upon the United Nations funds, programmes and specialized agencies to continue to harmonize and simplify their rules and procedures, wherever this can lead to a significant reduction in the administrative and procedural burden on the organizations and national partners, bearing in mind the special circumstances of programme countries, and to enhance the efficiency, accountability and transparency of the United Nations development system.

10. Further enhancement of the ***management and oversight of multi-donor trust funds and 'one funds'***, established in the pilot countries, facilitated the joint resource mobilization efforts of country teams. Standard legal agreement revisions (the memorandum of understanding and the standard administrative arrangement) were drafted, to be used for establishing multi-donor trust funds and joint programmes, using a pass-through fund management option. Supplementing provisions to the role and responsibilities of the administrative agent will be finalized. Over 130 joint programmes have been initiated by country teams. A comprehensive guidance note on establishing multi-donor trust funds and a corporate oversight mechanism (linked to the existing fiduciary management oversight framework) are planned by the UNDG task team on joint funding to ensure that standardized procedures are agreed for the establishment, governance, and accountability of multi-donor trust funds.

11. The operational sub-group of representatives of internal audit services of the United Nations system led the development of the ***framework for auditing United Nations system coordinated programmes supported by multiple agencies,*** which was endorsed by the UNDG at the end of September 2008. The framework applies when several organizations are implementing programmes that have common objectives and for which a United Nations organization or the Secretary-General has overall responsibility. It is meant to facilitate the coordination of programme audits, supported by multiple organizations and financed by a combination of funds (other than multi-donor trust funds). It allows for the preparation of a fair overall presentation of the audit results of United Nations organizations participating in a given multi-organization programme.

12. A UNDG ***human resources*** harmonization effort began in 2008. UNDP and UNFPA actively sought solutions to human resources issues arising from the implementation of the 'delivering as one' initiative, including staff contracts, entitlements, post classifications, work planning and performance assessments. Further harmonization is expected to lead to inter-organization functional staff clustering. And since UNDP, the United Nations Development Fund for Women (UNIFEM), the United Nations Capital Development Fund (UNCDF) and the United Nations Volunteers (UNV) programme all use the same enterprise resource planning system, the integrated management of common vacancies using the same framework to measure competencies and talent has become a reality.

13. The UNDG task team on common premises, in which UNDP and UNFPA are active members, continued to guide and assist country teams in establishing ***United Nations Houses and United Nations common premises***. A significant increase in security threats to United Nations offices worldwide, and the large number of security-related relocations of premises that UNDP supported in 2008, led to a system-wide agreement, reconfirmed in the 16th regular session of the High-level Committee for Management in September 2008, that the establishment of common premises should be considered on a case-by-case basis following a careful analysis of security implications. The lack of capital funding has increasingly become an obstacle to the successful implementation of common premises.

14. Paragraph 117 of the triennial comprehensive policy review, 2007, requested the United Nations development system to *further standardize and harmonize the concepts, practices and cost classifications related to transaction cost and cost recovery, while maintaining the principle of full cost recovery in the administration of all non-core/supplementary/extra-budgetary contributions, including in joint programmes*. Discussions are under way in the Finance and Budget Network of the High-level Committee for Management towards a harmonized cost recovery rate for all United Nations organizations. Building on previous work to achieve a harmonized 7 per cent cost recovery, UNDP, UNFPA and UNICEF worked together to increase harmonization in the areas of ***cost classification and results-based budgeting***. They agreed

that increased harmonization should be possible when classifying costs as either programme (i.e., development) or support (i.e., management). UNDP is reviewing costs currently funded under programming arrangements (development effectiveness) and the biennial support budget (management costs).

15. Despite the many successes and practical efforts made by UNDP, UNFPA, and other organizations in supporting the 'delivering as one' country teams, exploring innovative ways of strengthening United Nations coherence, challenges remained in the area of overall system-wide harmonization of business policies, procedures, and practices. The pilots are nonetheless working to simplify and harmonize various business practices which, when successful, are expected to be replicated across the United Nations system. The reform of the United Nations coordination structure itself, which established UNDG as the third pillar of the Chief Executives Board, necessitated a reconfiguration of UNDG structures and a reconciliation of institutional approaches.

16. To accelerate work on common business operations rules, regulations, policies and procedures, the High-level Committee for Management developed and presented to the informal session of the General Assembly a ***plan of action on the harmonization and reform of business practices*** containing 19 simplification and harmonization projects in procurement, human resources, information technology, and finance and budget. The projects seek to facilitate inter-organization coherence and cooperation, improve the effectiveness of United Nations operations, and foster efficiency gains through harmonized standards, rules, regulations and policies, as well as through joint management initiatives. Resource mobilization for the implementation of the plan of action is under way.

17. To strengthen national capacities in public financial management, UNDP, UNFPA, UNICEF and WFP continued implementing the harmonized approach to cash transfers (HACT) across country offices in 2008. Thirteen countries are fully HACT compliant and many others are partially compliant. UNDP and UNFPA advocated for and supported the adoption of HACT by the specialized agencies, funds and programmes. Some have already agreed to implement the HACT in the 'delivering as one' pilot countries.

18. UNDP and UNFPA initiated the revision of the Financial Rules and Regulations to facilitate participation in direct budget support and other pooled funding arrangements at the country level. The changes approved by the UNDP/UNFPA Executive Board during its September 2008 session will enable UNDP and UNFPA to engage in direct budget support, thus responding to the call to support the development of national capacity for various modalities of development financing. Within established limits and based on agreement with partners, UNDP and UNFPA are now able to pool funds in core mandate areas when this modality is in use.

Coherence, effectiveness and relevance of operational activities for development

The common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF)

19. To identify further improvements to the CCA/UNDAF guidelines, both organizations participated actively in the UNDG working group on programming policies, which obtained feedback from United Nations country teams and solicited suggestions for modifying the 2007 guidelines. Under the same working group, a study of results-based management practices in the United Nations was carried out which identified a number of challenges and opportunities, resulting in modifications to the monitoring and evaluation section of the 2007 guidelines. Posted on the UNDG website, the UNDG 'Programming Reference Guide' provides a comprehensive, up-to-date source of UNDG programming policies, tools and training modules. In addition, the web-based electronic learning

package on common country programming, with seven new modules, was pilot tested, updated and expanded.

20. Based on user experience and lessons to date, the single document signed between governments and participating United Nations organizations on joint programmes was revised during the year. The revised format articulates clear lines of accountability and includes the legal, programmatic, and financial requirements of UNDG organizations. It promotes results-based management, gender equality, environmental sustainability and capacity development, and was piloted by the Millennium Development Goals Fund, financed by the Government of Spain.

The resident coordinator system and the United Nations country teams

21. The triennial comprehensive policy review, 2007, provided guidance on how the United Nations development system could improve its response to national priorities. In the 'delivering as one' pilot countries, UNDP and UNFPA worked with United Nations and government partners with new energy, momentum and a greater sense of common purpose. By strongly encouraging the eight pilot country teams to implement agreed reforms, and allowing for broad latitude to innovate 'as one United Nations team', the pilot countries have dramatically accelerated the pace of change and demonstrated the potential for a more coherent United Nations system. Lessons thus far have demonstrated a decrease in fragmentation, duplication and internal United Nations competition for resources, which has lessened the burden on governments. These results owe much to the heavy investments that have been made by the United Nations system and its government partners, without which progress would have been difficult.

22. The 'delivering as one' pilot country programmes have strengthened government leadership and ownership, and alignment with national priorities, while ensuring that governments have full access to the experience and expertise of the wider United Nations system. United Nations reform at the country level is increasing participation and joint programming among the United Nations organizations, including specialized and non-resident agencies. UNDP and UNFPA have been working with UNDG partners to provide further support to the pilot countries through joint missions for the 'One Fund', change management, accountability and audit, and capacity and skills assessments.

23. A recent development is the agreement reached among UNDG principals describing a management and accountability framework for the resident coordinator system that includes aspects such as the resident coordinator job description, country team methods of work, and conflict resolution. This is a major step forward for the entire United Nations family. The agreement covers an 18-month period with an assessment and evaluation at the end of 2010. The UNDG has also elaborated an integrated resident coordinator/humanitarian coordinator resources tool-kit and selection, appraisal, and training initiatives. Increasingly, resident coordinator posts are being taken up by representatives of organizations across the United Nations system: 35 per cent from agencies other than UNDP; 33 per cent women and; nearly 50 per cent from the South (a 12 per cent increase from 2005 to 2008. Training and learning opportunities available to resident coordinators have increased, and the women resident coordinators leadership development programme was launched in 2008.

Gender

24. UNDP and UNFPA play a key role in the Inter-Agency Network on Women and Gender Equality. The network established several task forces, including: (a) the gender and Millennium Development Goals task force (chaired by UNDP and World Bank); (b) the Task Force on Violence Against Women (co-chaired by the Division for the Advancement

of Women and UNFPA); (c) the gender and climate change task force (co-chaired by UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO) and (d) the Task Force on Women, Peace and Security (chaired by the Office of the Special Adviser on Gender Issues). As co-chairs of the Task Force on Violence against Women, UNFPA and the Division for the Advancement of Women are supporting 10 country teams to address prevention and response to violence against women through country level programming in Burkina Faso, Chile, Fiji, Jamaica, Jordan, Kyrgyzstan, Paraguay, the Philippines, Rwanda and Yemen.

25. In 2008, UNDP endorsed its own gender equality strategy, 2008-2011, which accompanies the UNDP strategic plan, 2008-2011. UNFPA developed its strategic framework on gender mainstreaming and women's empowerment. The UNDP strategy establishes concrete development and institutional mechanisms for strengthening women's empowerment and gender equality within each of UNDP's areas of work. The UNFPA framework promotes gender equality efforts as one of its three focus areas, as reflected in its strategic plan, 2008-2011. UNDP and UNFPA have played a pivotal role in the Multidisciplinary Task Force on Sexual Exploitation and Abuse.

26. UNDP has a successful regional knowledge management platform, 'America Latina Genera', servicing the gender community in Latin America and the Caribbean (450 daily and 8,000 monthly visits). UNDP supports the International Knowledge Network of Women in Politics, an international global network and platform aimed at increasing participation and effectiveness of women in political life.

27. The UNDP Bureau for Crisis Prevention and Recovery has allocated 15 per cent of all funding to gender specific projects. Currently 19 countries (out of 120 proposals) are implementing projects funded by the gender thematic trust fund, while 16 country projects are sponsored by the Japanese Women in Development Fund. Both funds have played a catalytic role in bringing gender issues to the forefront of development research, policy advice, and advocacy.

28. UNDP chairs United Nations Action against Sexual Violence in Conflict, a concerted effort by twelve United Nations organizations to improve coordination and accountability, amplify programming and advocacy, and support to national efforts to prevent gender-based violence and respond effectively to the needs of survivors. Through United Nations Action, UNDP and UNFPA provided strategic assistance to country teams in crisis and crisis prevention countries.

29. Out of 53 proposals received by the 'gender equality window of the Millennium Development Goals achievement fund, 13 countries received a combined $102 million (over three years) to implement joint programmes. At the end of 2007, UNFPA and UNICEF launched a joint programme and trust fund which aims to achieve a 40 per cent reduction in female genital mutilation and cutting in 17 countries by 2012. The joint programming initiative has already commenced in Djibouti, Egypt, Ethiopia, Guinea Bissau, Guinea Conakry, Kenya, Senegal and Sudan.

30. In the environment and energy area, UNDP, the United Nations Environment Programme (UNEP), the World Conservation Union and the Women's Environment and Development Organization launched the Global Gender and Climate Alliance at the 13th Conference of the Parties to the United Nations Framework Convention on Climate Change in Bali in December 2007. UNDP and UNFPA worked with 25 United Nations and civil society organizations in the following areas: (a) global policy on gender and climate change to develop a gender mandate within the Convention secretariat; (b) climate change financing mechanisms that benefit women and men equitably; and (c) capacity of local,

national and international stakeholders on the integration of women and gender into climate-change plans and processes.

31. UNFPA worked with the World Health Organization (WHO) and civil society partners to develop capacity-building tools to involve men and boys in the themes of sexual and reproductive health; maternal and child health; fatherhood; HIV and AIDS; and prevention of gender-based violence. Collaboration and partnerships between UNFPA and local structures and institutions, including traditional leaders and religious organizations, have proved instrumental in realizing the goals set out by the Programme of Action of the International Conference on Population and Development (ICPD). At the regional level, UNFPA supported regional faith-based forums that brought religious leaders together to strengthen partnerships for networking on reproductive health, including HIV and the prevention of gender-based violence. On behalf of the Joint United Nations Programme on HIV/AIDS (UNAIDS) and with support from UNIFEM and the UNAIDS secretariat, UNDP led the development of 'gender guidance for national AIDS responses'. UNDP, UNFPA, UNICEF, and UNIFEM are working together to develop an inter-organization 'e-learning' course on gender.

32. The active participation of UNFPA in the high-level Millennium Development Goals events in 2008 helped highlight the crucial importance of access to reproductive health in reducing child and maternal mortality; achieving a decrease in the number of early pregnancies; and preventing HIV/AIDS. During the 52nd session of the Commission on the Status of Women, UNFPA provided technical support in discussions on ending female genital mutilation that led to the adoption of resolution 52/2. At the same session, UNFPA supported discussions that led to a commitment to strengthen policy and programme linkages between HIV/AIDS and reproductive health in resolution 52/4. The session resulted in agreed conclusions on financing gender equality and the empowerment of women which were transmitted to the 63rd United Nations General Assembly for the Follow-up International Conference on Financing for Development to Review the Implementation of the Monterrey Consensus.

South-South Cooperation[2]

33. The third Cooperation Framework for South-South Cooperation, to conclude in December 2008, concentrated on mainstreaming South-South cooperation as a 'driver of development effectiveness'; creating public-private partnerships; and managing and sharing Southern development knowledge and expertise. Successful partnership mechanisms include the upgraded 'Southern experts roster', a methodology for sharing Southern solutions, global assets and technology exchange; mutual learning networks; and 'centres of excellence' in oil and gas management, disaster risk management, creative economy for development and small/medium enterprises; New Rice for Africa; and remittances for development. Twenty-five national stakeholder networks and 42 Southern development rosters have been developed.

34. UNFPA strengthened South-South cooperation initiatives in census and population surveys; the delivery of reproductive health services; development of training modules; and research in population and development. Training modules and background papers on population and development, reproductive health and gender have also been developed to respond to capacity development needs and gaps in developing countries. Furthermore, internal discussions on regional strategies to strengthen South-South cooperation and

[2] More extensive information on South-South cooperation during the period 2005-2007 is available in reports submitted to the 15th session of the High-level Committee on South-South Cooperation (SSC/15/1 and SSC/15/2), as well as the report of High-level Committee submitted to the General Assembly (A/62/39) and the State of South-South Cooperation, Report of the Secretary-General (A/62/295).

triangular arrangements involving other partners are ongoing in the Africa, Asia and the Pacific, and Latin America and the Caribbean regions. Partners in Population and Development, an inter-governmental alliance consisting of 21 member countries, worked with UNFPA in those endeavours.

35. Responding to its South-South cooperation evaluation findings, UNDP is implementing a corporate strategy to consolidate and strengthen support to South-South cooperation with new country-level programming initiatives in South Africa, Timor-Leste, and Zambia. Brazil, India and South Africa established a mechanism to boost trade and investment while providing significant financial support to other developing countries through the 'IBSA Trust Fund'. Over $5 million was disbursed in 2008 alone. In Brazil, collaboration between the UNDP International Poverty Centre, the Brazilian Ministry of Social Development and Fight against Hunger, and the Department for International Development of the United Kingdom led to a study tour of the Africa-Brazil Cooperation Programme that brought together representatives from the African Development Bank, the African Union, Angola, Ghana, Kenya, Mozambique, Namibia and the New Partnership for Africa's Development.

36. The South-South cooperation framework for 2009-2011(DP/CF/SSC/4/Rev.1), emphasizing three focus areas and proposals for management, resource mobilization, and monitoring and evaluation, was presented to the Executive Board at its second regular session 2008.

Transition from relief to development

37. UNFPA and UNDP are actively involved in the UNDG-Executive Committee on Humanitarian Affairs Joint Working Group on Post-Crisis Transition Issues. To strengthen transition from relief to development, UNDP, the Development Operations Coordination Office, the Office for the Coordination of Humanitarian Affairs (OCHA) and partners have jointly reviewed United Nations coordination arrangements in the post-crisis recovery phase and have established modalities to provide predictable and sustainable coordination support to United Nations country teams and partners in transition countries.

38. UNDP worked with the United Nations Department of Peacekeeping Operations (DPKO) to develop tools for integrated mission planning and modalities for joint programming in disarmament; demobilization and reintegration; gender; and the rule of law. Missions serviced Afghanistan, Burundi, the Democratic Republic of the Congo, Haiti, Liberia, Sierra Leone, Sudan, and Timor-Leste. UNDP also worked with the Department of Political Affairs on the development of an integrated strategic assessment tool, which was piloted in Somalia in January 2008.

39. In the Inter-Agency Standing Committee for Humanitarian Affairs, UNDP leads the 'early-recovery cluster', which provides support to strengthen the capacity of United Nations resident/humanitarian coordinators to initiate and coordinate early recovery activities. UNDP established its early recovery team in the Bureau for Crisis Prevention and Recovery

40. Much UNFPA work at the country level focused on building the capacity of governments and United Nations organizations to consider gender, reproductive health, and population issues in the design and implementation of their activities in peace and security. UNFPA worked on mainstreaming gender across humanitarian clusters and, specifically, strengthening gender considerations within the early-recovery cluster.

41. UNFPA supported country offices in the development of, and follow-up action for, national plans addressing gender-based violence. As a member of the gender sub-working group of the Standing Committee, and with financial support from United Nations Action

against Sexual Violence in Conflict — which unites the work of 12 United Nations entities to prevent all forms of gender based violence, including sexual violence in conflict ('UN Action') — UNFPA hosted the second global training on coordination of interventions in gender-based violence emergencies.

42. UNFPA continued to play an active role in the global task forces of uniformed services and in disarmament, demobilization and reintegration, and has taken the lead with UNAIDS and DPKO to draft guidelines on HIV/AIDS and disarmament, demobilization and reintegration. Furthermore, UNFPA has led efforts to ensure that reproductive health and gender issues are mainstreamed in all disarmament, demobilization and reintegration guidelines. In 2008, UNFPA and UNDP contributed to the implementation of Security Council resolutions 1308 (2000), on the maintenance of international peace and security (HIV/AIDS and international peacekeeping operations), and 1325 (2000), on supporting women in conflict and post-conflict situations.

Evaluation of operational activities for development

43. The Director of the UNDP Evaluation Office serves as the first elected Chair of the United Nations Evaluation Group (UNEG). The UNEG principles formally entrust UNDP with the responsibility of being the UNEG Executive Coordinator as well as hosting the UNEG secretariat. The UNEG code of conduct, ethical guidelines, core competencies of heads and job descriptions for evaluators were adopted at the annual general meeting, held in Geneva from 2 to 4 April 2008. Based on the evaluation priorities established by the triennial comprehensive policy review, the UNEG programme of work focuses on: United Nations reform and evaluation; the evaluation function; and professionalizing evaluation. In the area of United Nations reform and evaluation, the Chief Executives Board requested UNEG to initiate the first phase of the evaluation of the 'delivering as one' pilots. The studies of all eight pilot country experiences and a synthesis report are available on the UNEG website.

44. UNFPA completed two independent evaluations on contributions to aid effectiveness through participation in sector-wide approaches and joint programmes. The evaluation found that UNFPA is active among United Nations organizations in adopting sector-wide approaches and identified several areas for improvement including: the kind and quality of technical support and the skills mix of UNFPA country office staff; a stronger linkage to wider national socio-economic debates; and ensuring the participation of civil society. The findings indicate that one of the strongest benefits of joint programmes is that they enhance United Nations relevance. The development and implementation of joint programmes continue to face significant learning challenges.

45. UNFPA country offices conducted 82 evaluations of country programmes, projects and topical themes in 2007. Of these, nine were joint evaluations conducted with other United Nations organizations, multilateral or bilateral organizations, and governmental and non-governmental organizations. 71 per cent of UNFPA country offices reported support to national partners in evaluation and results-based management. The primary beneficiaries were ministries of health, finance and planning, and national AIDS organizations.

46. UNFPA is finalizing a strategy for repositioning and strengthening evaluation across the organization to enhance accountability and programme delivery. The strategy is built on lessons learned and results-based management; it will guide the design of the UNFPA evaluation policy to be discussed by the Executive Board in June 2009.

47. Since adoption of the UNDP evaluation policy in 2006, its guiding principles and norms have gained a firm foothold. The independent UNDP Evaluation Office elaborates its programme of work, conduct, and evaluation reports without clearance by UNDP management.

48. Following the approval of its 2007-2008 programme of work, the UNDP Evaluation Office conducted country programme evaluations in Benin, Congo Brazzaville, Ecuador and Rwanda, and the following thematic evaluations: third cooperation framework for South-South cooperation; results-based management at UNDP; the role of UNDP in the Arab States Region; the engagement of UNDP in new aid modalities; the third Global Cooperation Framework; and the role and contribution of UNDP in the environment and energy. The Evaluation Office also participated in three joint evaluations: Small Grants Programme of the Global Environment Facility, first phase of the joint evaluation of the UNDG contribution to the implementation of the Paris Declaration on Aid Effectiveness; and the country-led joint evaluation with the Government of South Africa.

B. Follow-up to international conferences and the Millennium Development Goals

49. The internationally agreed development goals, including the Millennium Development Goals, form the cornerstone of UNDP and UNFPA work at the international, regional, national and local levels. As worldwide, time-bound and quantified targets for addressing extreme poverty, the Goals represent an unprecedented strategic effort to mobilize resources and technical support to end extreme poverty.

50. UNDP and UNFPA have been actively involved in supporting the continued prominence of the Goals in the international development architecture. The 25 September high-level event provided an opportunity for the entire United Nations system to take stock of the strategic framework in place to support the Goals. UNDP and UNFPA worked with a range of organizations to co-sponsor and organize 14 partnership events which accompanied the event. In collaboration with the United Nations Office of Partnerships and the Department of Economic and Social Affairs (DESA), a conference room paper and matrix were produced to monitor approximately $16 billion in pledges.

51. Building on progress in 2007: (a) some 23 countries have completed Goals needs assessments; (b) more than 60 countries are involved in Goals-based planning, with several new countries in early planning stages; (c) application of the UNDP needs assessment tools has been extended to middle-income countries, exemplified in Ecuador and El Salvador; and (d) substantial support has been contributed to donor roundtables and consultative group processes. Refinement of UNDP tools continued, in collaboration with the World Bank, UNESCO, UNICEF and other organizations, on education and health components. Major multilateral and bilateral institutions agreed on a measurement tool for the Education for All Fast Track Initiative.

52. UNDP and UNFPA played a consultative role in the drafting of the Millennium Development Goals Report 2008 and in its public launch in early September, as well as the report of the 'MDG gap' task force, *Delivering on the Global Partnership for Achieving the Millennium Development Goals*. UNDP and UNFPA worked together throughout 2007 and 2008 to assist the Organisation for Economic Co-operation and Development and Member States with preparations for the Accra High-Level Forum on Aid Effectiveness.

53. In late 2007, with the Statistics Division of DESA, the 'Relief Web' of the Office for the Coordination of Humanitarian Affairs, and UNICEF, UNDP launched the 'MDG Monitor' with funding and in-kind support from Google and Cisco Systems. The Monitor is designed as a one-stop shop for information on progress towards the Goals globally and at the country level. It is a learning tool for policymakers, development practitioners, journalists and students, showcasing existing data. The figures presented are from the official database of indicators on the Goals, maintained by the United Nations Statistics Division, in collaboration with the DESA Statistics and Population Divisions, the UNDP Human Development Report Office, and, the World Bank, for its World Development Indicators. The UNDP knowledge management team facilitates the online poverty

reduction and Millennium Development Goals networks, bringing UNDP and UNFPA together with thousands of professionals, practitioners and theorists to identify, replicate and scale up 'best practices' on the Goals.

54. In addition to Millennium Development Goals-focused programming at country, regional and global levels, UNDP work is supported by the four-year, €518 million ($780 million) contribution to create the MDG Achievement Fund. Nearly $24 million was disbursed in 2007 as core contributions; $30.6 million in contributions were made to Coherence/One United Nations funds in 'delivering as one' pilot countries; and by mid-September 2008, over $300 million in joint programming had been approved for eligible projects in 57 countries.

II. UNDP section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

Funding for the operational activities for development of the United Nations system

55. Total contributions to UNDP and its associated funds and programmes reached almost $5.2 billion in 2007. Contributions to regular (core) resources reached close to $1.12 billion, in nominal terms, in 2007, and exceeded the final and overall target set by the multi-year funding framework, 2004-2007. The significant increase from the $924 million gross regular income reached in 2006 to the 2007 level of $1.12 billion resulted from volume increases in regular contributions in nominal local-currency terms, exchange-rate gains, and full payment of pledges.

56. UNDP continued to rely heavily on a limited number of donors. The top 10 donors provided about 81 per cent of regular resources in 2007. With the aim of reducing overdependence and broadening the donor base, the Administrator reached out systematically to donors and programme countries to ensure that the resource base reached target levels. The political commitment of Member States to an enhanced regular resource base for UNDP was reflected in the 37 programme countries that contributed to UNDP regular resources in 2007, and 21 that increased or resumed contributions, often despite considerable internal constraints.

57. Other (non-core) income reached nearly $4 billion. Non-core (earmarked) contributions to UNDP from bilateral donor governments, mostly from States members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development, increased from $1 billion in 2006 to $1.1 billion in 2007. Non-core resources entrusted to UNDP by non-bilateral and multilateral partners, such as the European Commission, the World Bank and the Global Fund to Fight Aids, Tuberculosis and Malaria, remained approximately at the 2006 level of $1.2 billion. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, decreased from almost $1.4 billion in 2006 to just below $1.3 billion in 2007. Overall, this largely unchanged level of 'other' resources suggests that UNDP continues to be called upon to support governments to obtain, direct, and manage different types of funding, in accordance with national priorities.

58. 'Other' resources represent an important complement to the regular resource base. However, the ratio of regular to other income remains at approximately 1:4, despite the 2007 growth in regular income. As stressed in the 2007 triennial comprehensive policy

review and outlined in the integrated resources framework of the strategic plan, UNDP strives to balance the ratio between regular and other resources.

Country-level capacity of the United Nations system and regional support

59. As manager of the resident coordinator system, UNDP solicited inter-organization inputs to improve recruitment, selection, and training, as well as to balance appointments. UNDP is using the UNDG-approved management and accountability framework to clarify and support the work of resident coordinators, United Nations country teams and regional directors teams. The 2008 global retreat of regional directors teams provided an opportunity for UNDG organizations to discuss and propose work processes, and support and performance systems to improve regional coherence and coordinated country-level support.

Crisis prevention and recovery

60. Crisis prevention and recovery were integrated into the strategic plan. Through its Bureau for Crisis Prevention and Recovery (BCPR), UNDP supports Member States in: (a) promoting the peaceful and sustainable management of conflicts and disputes before the emergence of violence; (b) achieving lasting recovery from violent conflict; and (c) reducing risk of losses in natural disasters, and achieving swift recovery. BCPR is implementing a five-year strategy, following consultations with development partners.

61. A cross-cutting element of this strategy is promoting women as central partners in crisis prevention and recovery efforts. In 2007, UNDP launched a three-year action plan to promote an eight-point agenda for women's empowerment and gender equality in crisis settings. Implementation of this plan is well under way in Côte d'Ivoire, Ecuador, the Democratic Republic of the Congo, Liberia, Somalia, Sudan and Timor-Leste. In 2007, UNDP supported the inter-organization initiative United Nations Action against Sexual Violence in Conflict, which is chaired by the BCPR Director.

Conflict prevention

62. UNDP collaborated with DESA, the Peacebuilding Support Office, UNICEF and the Office for the High Commissioner for Human Rights. UNDP assisted 36 countries in 2007, supporting dialogue and consensus building, social cohesion, and building local conflict management capacities in Ecuador, Ghana, Guyana, Kenya, Mauritania, Nigeria, and Sierra Leone. UNDP also promoted the integration of conflict analysis into national development plans and programmes.

Post-conflict recovery

63. In 2007, UNDP supported:

(a) *Early recovery.* UNDP developed a corporate early-recovery policy to address the critical gap between humanitarian relief and long-term recovery. In 2007, 11 early recovery advisors were deployed. UNDP also led a number of early-recovery training initiatives at the country level to build national capacities.

(b) *The rule of law, justice and security.* UNDP developed a global programme on strengthening the rule of law in conflict and post-conflict situations, which will provide comprehensive technical and policy support to 17 countries between 2008 and 2011. UNDP commenced its support to Bosnia-Herzegovina, the Central African Republic, Chad, Guatemala, and Sudan. UNDP also strengthened its engagement in inter-organization settings and became co-chair of the Inter-Agency Standing Committee protection cluster working group on rule of law and justice.

(c) *Disarmament, demobilization and reintegration.* In 2007, UNDP provided support to 13 countries, including Afghanistan, the Central African Republic, Côte d'Ivoire, the Democratic Republic of the Congo, Haiti, Indonesia, Serbia and Nepal. Several joint missions were undertaken in partnership with NATO and the European Commission. UNDP continued to be involved in the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration, which it co-chairs with DPKO, where 16 United Nations agencies, funds and programmes work together to strengthen and consolidate United Nations-wide efforts. The working group developed the Integrated Disarmament, Demobilization and Reintegration Standards and a supporting operational guide. UNDP and UNFPA, in strong partnership, have been supporting HIV/AIDS programmes for ex-combatants in Côte d'Ivoire, Liberia, Nepal and Sudan.

(d) *Armed violence reduction, small arms and mine action.* In 2007, UNDP provided support on small arms control and reduction of armed violence to the Former Yugoslav Republic of Macedonia, Jamaica, Kenya, the authorities in Kosovo, and Sudan. The Central America Small Arms Control Project was launched in 2007 to support governments in the region. UNDP also worked with nine national small-arms commissions from the Economic Community of West African States. UNDP has placed particular emphasis on developing joint methods with other United Nations partners, especially DPKO, for mine action in post-conflict situations. UNDP provided technical and advisory services to 37 national mine-action programmes, including Angola, Burundi, Cambodia, Iraq, Laos, Lebanon and Yemen. A central focus of UNDP support has been to strengthen South-South cooperation, including through the mine action exchange programme.

(e) *Immediate crisis response.* UNDP strengthened its 'surge' capacity by launching a rapid deployment mechanism that can deploy advisors to a crisis area within days. In 2007, 63 UNDP experts joined this mechanism, 43 of whom undertook pre-deployment training, while eight were deployed to support country offices in Bangladesh, Liberia, the Solomon Islands and Sudan.

Natural disaster risk reduction and recovery

64. Following the launch of the Global Risk Identification Programme, on the occasion of the Global Platform for Disaster Risk Reduction in 2007, UNDP helped initiate approximately 50 projects, including the first risk assessment projects in Chile, Nepal and Peru. Climate risk management has emerged as a pressing challenge, and incorporation of disaster risk reduction in key development sectors is a priority, as is strengthening institutional structures for disaster preparedness. In Bangladesh, UNDP led the early recovery cluster coordination group to address early recovery needs caused by cyclone Sidr in November, 2007. An improved post-disaster needs assessment emphasizes human recovery needs as well as damage and loss assessments in post-disaster environments.

B. Strategic partnerships, including cooperation with the World Bank

65. UNDP strengthened its engagement with foundations in 2007 and 2008. More than 60 UNDP offices worked with philanthropic foundations, promoting peace, security, and achievement of the Millennium Development Goals. The 'MDG Carbon Facility', with funding from the United Nations Foundation, was launched at the G8 meeting in Berlin. This innovative market-based initiative helps to develop projects to reduce greenhouse gas emissions in line with Kyoto Protocol standards. A $20-million partnership was formed with the Mohammed bin Rashid Al Maktoum Foundation to promote education and knowledge societies, and the Bill & Melinda Gates Foundation awarded a $19-million grant to support the expansion in West Africa of a UNDP agro-enterprise programme to

boost the productivity and income of women farmers. In 2007, 79 country offices reported engaging with private sector business to advance development priorities in UNDP practice areas. In 29 country offices, activities sought to strengthen the business environment to promote private sector-led growth. Other partnerships with the private sector included microfinance, strengthening integrated supply chains, and advancing entrepreneurship among women. With the support of global programmes such as Growing Sustainable Business, 13 countries reported on 54 projects that worked with companies on core business competencies in agriculture, renewable energy, information and communications technology, and financial services. Finally, 43 country offices promoted corporate social responsibility through the Global Compact.

66. UNDP, UNFPA and other members of the UNDG enhanced their collaboration with World Bank in Africa under the auspices of the 'MDG Africa steering group'. UNDP worked with United Nations partners to establish strategic partnerships to enhance country-level programme delivery. The International Fund for Agricultural Development, UN-Habitat, the United Nations Educational, Scientific and Cultural Organization, the United Nations Environment Programme, the United Nations Industrial Development Organization, the United Nations Office on Drugs and Crime regional commissions and other United Nations entities renewed or embarked upon new programmatic and/or operational agreements with UNDP to enhance country-level joint programming and joint delivery on UNDAF outcomes. UNDP engagement with civil society organizations also grew, through country-level advisory committees to strengthen dialogue.

67. Finally, to reduce transaction costs for partner countries and increase the coherence and impact of assistance, the UNDG strengthened its partnership with the World Bank on crisis and post-crisis assistance to make countries more resilient, help people recover from conflict and crisis, and strengthen national capacity for prevention, response and recovery. The partnership emphasizes stronger collaboration on post-crisis assessments and multi-donor trust funds.

III. UNFPA section

A. Implementation of the reform programme of the Secretary-General and the provisions of the triennial comprehensive policy review

68. *Funding for the operational activities for development of the United Nations system.* In 2007, UNFPA increased its donor base from 180 to 182 donor governments. The five largest donors were Denmark, the Netherlands, Norway, Sweden, and the United Kingdom. Efforts to meet at least the same target for 2008 are ongoing. In 2008, regular resources are expected to reach $457.7 million, a 9.2 per cent increase over 2007. That growth is primarily due to increases in local currency pledges from a number of countries, including Australia, Austria, Denmark, Finland, Italy, Luxembourg, New Zealand, Spain and Switzerland. Co-financing contributions are expected to reach $200 million for 2008, in line with target set in the UNFPA strategic plan, 2008-2011.

Country-level capacity of the United Nations system and regional support

69. Based on the Executive Director's vision for UNFPA to become a more field-focused and efficient organization that can build capacity more effectively at the country and regional levels, UNFPA made significant progress towards its reorganization, which was approved by the UNDP/UNFPA Executive Board in September 2007 as part of the UNFPA strategic plan, 2008-2011. The reorganization entails significant strengthening of country

offices through additional and upgraded posts, staff training, and additional resources for technical assistance. It also entails establishment of regional and sub-regional offices by relocating headquarters geographical divisions to their respective regions to provide integrated programmatic and technical support to country offices. Wherever possible, country offices are co-located with those of UNDP, UNICEF, and WFP, which are aligned in regional coverage. Finally, a restructuring of headquarters has been undertaken to strengthen UNFPA capacity to provide effective support. UNFPA involvement within regional directors teams in support of United Nations country teams is being consolidated through its strengthened presence at the regional level, alignment of regional coverage, and co-location of regional offices.

70. One of the key themes at the UNFPA global staff meeting in 2007 was mainstreaming accountability for United Nations reform by including specific outputs and activities in the annual management plans of all units at headquarters. UNFPA was the first United Nations organization to evaluate staff based partially on their performance as UN country team members.

71. *Emergency assistance in conflict and natural disaster situations*. UNFPA follows a two-pronged approach to addressing reproductive health, gender, and data concerns in humanitarian response and recovery planning, while also integrating the Programme of Action of the International Conference on Population and Development (ICPD) into emergency preparedness, humanitarian response, and transition and recovery programmes. During preparedness and response, UNFPA works with partners at the international, regional, national and community levels to prevent pregnancy-related mortality and morbidity, HIV infection, and sexual and gender-based violence. In acute crises, UNFPA ensures implementation of the Minimum Initial Service Package of Reproductive Health in Crisis Situations, followed by comprehensive service provision during post-crisis and transition. In 2008, UNFPA provided technical and financial support to countries hit by natural and climate-change related disasters: China, Cuba, Djibouti, Ethiopia, Haiti, India, Jamaica, Moldova, Myanmar, Nepal, Romania, Togo and Tajikistan. Support was also provided to countries affected by conflict and/or civil strife: Cameroun, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Georgia, Guinea, Iraq, Jordan, Kenya, Liberia, Sudan, Syria, Southern Africa, and Yemen.

B. Strategic partnerships, including cooperation with the World Bank

72. In the reporting period, UNFPA, UNICEF, WHO and the World Bank entered a commitment to work together to ensure universal access to family planning, skilled attendance at birth, and basic and comprehensive obstetric care.

73. UNFPA continued to participate in the International Health Partnership with the aim of advancing the Millennium Development Goals in 2008. Other partnerships focused on United Nations Action; the 2010 round of population censuses; parliamentarians; and reproductive health commodity security.

74. UNFPA continued to collaborate with networks of women's institutions, youth organizations, parliamentarians, human rights institutions, judicial systems, faith-based and community organizations, and the private sector. Ninety-eight programme countries reported civil society partnerships promoting the inclusion of reproductive health, gender equality, women's and girls' empowerment, and reproductive rights in human rights protection systems. In many countries, with UNDP, UNICEF, WHO, the World Bank and other partners, UNFPA chaired theme groups on HIV/AIDS, gender, poverty reduction, and data collection.

75. To increase programme impact, UNFPA is expanding partnerships with governments, professional organizations, non-governmental organizations, and community and religious leaders. A culturally sensitive approach is increasingly being emphasized to ensure ownership of the ICPD agenda by communities and individuals. The focus in 2008 will be to consolidate inter-faith networks for population and development. A UNFPA-sponsored 'Global Faith-Based Organization Forum' was held in Istanbul in 2008 to enhance this strategic partnership. Among the meetings supported by UNFPA, the G8 'International Parliamentarians' Conference on Population and Sustainable Development: Global Health, Climate Change and Food Security' produced a strong statement of commitment by parliamentarians that called upon the G8 heads of state to commit to achieving the Millennium Development Goal 5 target of universal access to reproductive health care by 2015. The parliamentary statement was presented to the heads of state meeting in Hokkaido and, for the first time ever, the G8 leaders considered maternal health in their communiqué.